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Capital master plan

Fifth report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the capital master plan (A/57/285). In the course of its consideration of the report, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification. The Committee also took into account the report of the Joint Inspection Unit entitled "Management of buildings: practices of selected United Nations system organizations relevant to the renovation of the United Nations Headquarters" (A/56/274).

2. In June 2000, the Secretary-General submitted a report to the General Assembly proposing a major refurbishment of the United Nations Headquarters complex in New York (A/55/117 and Add.1). In that report, the Secretary-General indicated that the current "reactive approach" to maintaining the Headquarters and undertaking the required remedial work as and when needed was inefficient and would become excessively expensive as the buildings aged further. The Secretary-General thus proposed a long-term capital master plan, to be implemented over a period of six years, to remedy those deficiencies in a comprehensive, systematic and cost-effective manner. In its related report,[1] the Advisory Committee commented on the need to protect the Organization against cost overruns and on the need for close coordination with local authorities with regard to health and safety requirements at all stages of the capital master plan. The Committee also cautioned against presenting improvement and expansion plans that would be unrealistic or overly ambitious. The Committee's observations and recommendations were endorsed by the General Assembly in section IV of its resolution 55/238 of 23 December 2000. **The Committee recognizes the efforts that have been made so far in response to its concerns.**

3. In the same resolution, the General Assembly also authorized, without prejudice to its final decision, the preparation of a comprehensive design plan and detailed cost analysis for the capital master plan and appropriated $8.0 million for that purpose; moreover, the Assembly requested the Secretary-General to submit a report on the outcome of the comprehensive design plan and detailed cost analysis, including details of measures designed to protect the Organization from cost overruns, and to ensure that the preparation of the plan and cost analysis would identify all viable alternatives in the most cost-effective and efficient manner.

4. According to the Secretary-General, the updated projected cost of the reactive approach over the period 2005-2029 is currently estimated at $2,088 million, an increase of $444 million over the original estimate, due to a significant increase in energy costs and a change in the project start date to October 2004 (see A/57/285,

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para. 3). The Secretary-General also indicates that although in theory the reactive approach could remain an option at least in the short term, in practice such an approach would subject delegates, staff and visitors to serious safety and security hazards and involve serious interruptions of the work of the Organization due to building, equipment and system failures (ibid., para. 76). **The Advisory Committee shares the Secretary-General's assessment of the reactive approach and his view that there is no choice but to proceed with the implementation of the capital master plan and that the only question remaining is how to implement it in the most efficient and cost-effective manner.**

5. As can be seen from the diagram of the preliminary design phase process (ibid., para. 10), the project team has evaluated more than 60 alternatives; over 40 were rejected and about 20 represent the basis upon which the capital master plan proposal was refined. The Secretary-General indicates that in order to proceed with the plan, the scope of work should be established, through a decision by the General Assembly, on two elements: (a) the baseline scope of work consisting of core refurbishment and improvements estimated to range from $991 million to $1,094 million, depending on phasing options; and (b) three additional areas of expenditure ("scope options") totalling $180 million (additional security options estimated at $30 million, redundancy and contingency options estimated at $75 million and sustainable innovation options estimated at $75 million) (ibid., para. 35).

6. The report of the Secretary-General also contains information on the core refurbishment programme of the baseline scope. The Advisory Committee observes that the replacement of the Secretariat building's window assembly (the "curtain wall"), which is currently being treated as a scope option, may become a baseline necessity, depending on the outcome of the testing and assessment. Accordingly, the cost of the baseline scope would be increased by $36 million, and the cost of the scope options would be reduced by an equivalent amount (ibid., paras. 17-18). Partially offsetting this additional cost would be a downward adjustment of $17 million for previously approved security measures.

7. The improvements included in the baseline scope are the expansion and improvement of meeting facilities; the addition of a new full-sized conference room and a multi-purpose room; consolidation of information technology service spaces; and improvement of public spaces, complementing the project to improve the experience of visitors to the United Nations (ibid., paras. 19-28). The Advisory Committee was informed, upon enquiry, that the cost of the new conference room and multi-function hall was estimated at $57 million; the cost of improving meeting facilities and consolidating technology service spaces was estimated at $12 million; and the cost of improving public areas was estimated at $11 million. It is currently anticipated that conceptual design work for the visitors' experience project will begin in December 2002 in order to prepare a further report in response to General Assembly resolution 56/236 of 24 December 2001 (ibid., para. 28). The initial comments of the Committee on the project are contained in its first report on the proposed programme budget for the biennium 2002-2003.[2] The Committee will submit its further comments and recommendations on the visitors' experience project following its review of the report on the subject to be prepared by the Secretary-General.

8. **The Advisory Committee recommends that the General Assembly approve the implementation of the capital master plan on the basis of the baseline scope proposed by the Secretary-General. The total cost should be adjusted to reflect a reduction of $17 million previously appropriated for security measures.**

9. **Furthermore, the Committee recommends that the General Assembly approve the proposed scope options for additional security, improved redundancy and enhanced sustainability, bearing in mind that the condition of the Secretariat building's curtain wall may necessitate the inclusion of $36 million for its replacement in the baseline rather than as a scope option, with the corresponding reduction of $36 million in the estimated cost of the scope options.**

10. According to the Secretary-General, the selected scope of work can be implemented in a number of different ways, and the need for temporary swing space will change accordingly. The Secretary-General outlines the following two approaches through which the capital master plan can be implemented:

(a) First approach: to vacate most if not all of the Headquarters complex, which would require a substantial amount of so-called swing space, and to carry out the refurbishment programme as expeditiously as possible (ibid., paras. 40-42);

(b) Second approach: to carry out the planned refurbishment in an incremental manner, with a minimum of swing space requirements (ibid., paras. 43-47).

11. According to the Secretary-General, the first approach would be the most desirable from the standpoint of the possible impact of the refurbishment programme on the Organization's work, the project's cost and duration, cost overruns and the perceived environmental implications for delegates, staff and visitors during implementation; moreover, the cost of the capital master plan would be reduced by $73 million and the refurbishment period would be shortened by at least one year in comparison with the second approach (ibid., paras. 77 and 79).

12. In July 2002, the City of New York expressed its readiness to support the capital master plan project and indicated its willingness to consider the construction of a new building during the years 2004 and 2005 through the United Nations Development Corporation (UNDC) (ibid., para. 40). The new building, proposed to be built on the east side of First Avenue between 41st and 42nd Streets, which is currently a playground could be utilized as swing space. Use of the site would require that the City make some provision for park amenities to the community to compensate for the loss of the playground. Considerations for possible financing of the building are set out in annex I.

13. The Advisory Committee was also informed that UNDC estimates the construction cost of the swing space building at $315.8 million. This cost does not include the potential cost of eventually converting meeting space in the new building to office space (estimated at $15-$25 million), pending a decision by the United Nations on whether any meeting rooms would remain in the new building. As indicated in the report of the Secretary-General (ibid.), the size of the building would range from 750,000 to 800,000 square feet. However, in additional information provided to the Committee, the size of the building is indicated to be 900,000 square feet. The Committee sought clarification as to the size of the swing space building. The Secretariat clarified that the initial information provided to the United Nations capital master plan team by New York City and UNDC was that the building could be approximately 800,000 square feet. Further analysis by the UNDC design team has indicated that it would be possible to construct on the site a building of up to 900,000 square feet. The final size of the building would be known once the design and planning process had been completed. The Secretariat anticipates that the new building will be between 800,000 and 900,000 square feet. The new building would provide significant swing space and house the majority of both Secretariat and conference and meeting room functions during the refurbishment of the entire Headquarters complex from December 2005 to December 2009. **The Committee is of the view that the size and design of the building should be in harmony with the Headquarters complex and that the building should be of such quality that it would meet the highest industry standards and provide sufficient flexibility to accommodate the foreseeable future needs of the Organization.**

14. The Advisory Committee was informed, upon enquiry, that the preliminary estimate of the cost of purchasing the building after the construction is completed in 2005 is $335 million, including building costs of $315.8 million and construction loan and management costs of $19.2 million.

15. Another option would be a lease purchase agreement under which the United Nations would lease the swing space building from UNDC at an annual cost of $24 million (based on $30 per square foot for 800,000 square feet), for a total cost of $96 million for the four-year period from December 2005 to December 2009. **The Advisory Committee points out that this is a preliminary estimate, as both the rental price and the size of the space may vary (see para. 13 above).** If the United Nations entered into a lease purchase agreement, the ownership of the building and the land would be transferred to the United Nations at the end of the bond period (see additional information in annex I).

16. The United Nations functions would return to the existing Headquarters complex in January 2010. As indicated in the report, after completion of the capital master plan, the new building could be used to consolidate the space currently leased by the United Nations in the UNDC-1 and UNDC-2 buildings, as well as in overflow offices located in commercially leased premises, with the objective of obtaining a

rental rate comparable to that which is currently being paid by the United Nations for the UNDC buildings (ibid., para. 41). The Advisory Committee was informed that the consolidation of the leased spaces after the completion of the plan in 2010 (assuming that part of the United Nations Development Programme would also be relocated to the new building) would result in the avoidance of annual rental costs for UNDC-1, UNDC-2 and other rented buildings at Headquarters that would be comparable to the $24.8 million cost of leasing the new building.

17. **The Advisory Committee points out that there are a number of costing variables that would have to be clarified if and when detailed estimates for this approach are presented in future. For example, the information concerning the provision of conference space in the new building and its impact on the baseline cost remains to be clarified in the context of the detailed proposal on the new building (see annex I, para. 9). Moreover, as shown in annex I and referred to in paragraphs 13 and 15 above, there still remain potential variables with respect to the size of the building and the rental cost. In addition, the Committee points out that at some stage, the question of maintenance will have to be addressed, as well as the problem of providing adequate parking facilities for delegations and staff. The detailed proposals to be submitted should address both of those issues.**

18. The second approach is characterized by the fact that the planned refurbishment would be implemented in an incremental manner, with a minimum of swing space requirements (ibid., paras. 43-47). Under this approach, there would be no need for the construction of a large building, as contemplated under the first approach. As shown in tables 3 and 4 of the report, the estimated cost of baseline scope and swing space under this approach would amount to $1,160 million, assuming an estimated six-year duration of the capital master plan. The Advisory Committee notes that the second approach would cause the least disruption of the meeting programme; however, the risk of cost overruns, delays, disturbance and perceived risk of exposure to asbestos is the highest under this approach (ibid., para. 46).

19. **The Advisory Committee shares the view of the Secretary-General that the first approach is the most desirable way of implementing the capital master plan.**

20. **Taking into account the fact that the cost of the capital master plan will escalate at the rate of $35 million to $40 million per year in the event of a delay (see ibid., para. 67), the Advisory Committee points out that delays in the implementation of the plan due to difficulties encountered in any phase of its development could have a significant impact on the cost of the project. The Committee requests that, if necessary, representatives of the Secretary-General work with all partners involved to plan for ways and means of minimizing any impact on the cost of the project.**

21. **In this regard, the Advisory Committee, in recommending the first approach, recognizes the importance of the goodwill of the host city and encourages the Secretary-General to work with it to minimize the financial impact of any delay.**

22. The management aspects of the project are outlined in the report (ibid., paras. 48-57 and annexes II and III). The management structure of the capital master plan would consist of three main components: the programme management group, the architectural and engineering team and the construction management team (ibid., para. 49). In the design development and construction documentation phases, the architectural and engineering design team would take the substantive lead, with the construction manager providing advice. In the final two phases, procurement and construction, the construction manager would take the lead, particularly in the construction phase, when he or she would direct the construction contractors. The management team would receive support from concerned offices and departments in the areas of legal services, treasury, human resources, procurement, public information, conference services and other services (ibid., para. 52).

23. The Advisory Committee notes that the cost of the three management components is included in the capital master plan project budget in the amount of $22.5 million in the first year and $22 million in the second year of the remaining design phases, when the bulk of the architectural and engineering design fees would be required (ibid., para. 56). The Committee was provided, upon request, with the breakdown of those amounts, which is contained in annex II. **The Committee sought information on the management team, including categories of staff, the method of recruitment, their functions and the duration of their contracts. Information provided by the**

Secretariat in response to the Committee's request is contained in annex III.

24. The Secretary-General proposes to appropriate an amount of $22.5 million under section 31, Construction, alteration, improvement and major maintenance, of the programme budget for 2002-2003 and to make provision for a further $22.0 million under the proposed programme budget for 2004-2005 (ibid., para. 84 (i)-(j)). **The Advisory Committee recommends instead the establishment of a separate and distinct special account for income and expenditures related to the capital master plan. The account would be managed in the same way as the construction-in-progress account now in use. If this proposal is accepted by the General Assembly, the Committee further recommends that the amount of $22.5 million referred to above be appropriated to the special account, followed by a further appropriation of $22 million upon such proposal by the Secretary-General.**

25. With respect to the issue of financing the proposed capital master plan (ibid., paras. 63-69 and 82), the Secretary-General indicates that serious consideration should be given to financing the plan through an interest-free loan from Member States, without prejudice to the Secretary-General's continuing efforts to mobilize financial resources from both public and private sectors. Failing that, consideration should be given, in the view of the Secretary-General, to resorting to commercial borrowing through bond issues. **In this connection, the Advisory Committee points out that the Organization has not resorted in the past to commercial borrowing, and it does not find any compelling reason to change that practice. In any case, the funding arrangement should be developed as soon as possible after the various negotiations with the host authorities are completed and the projected final cost is known accurately; the funding arrangement should be reported to the General Assembly for its approval.**

26. The Advisory Committee notes the fund-raising activities referred to in the report (ibid., para. 68). **Information on those efforts should be provided in the detailed proposals to be submitted by the Secretary-General.**

27. **The Advisory Committee requests that the Secretary-General ensure that the relevant United Nations financial regulations and rules, staff regulations and rules and procurement and contractual rules and procedures be strictly applied at all stages of the capital master plan project.**

28. **The Advisory Committee stresses the importance of oversight with respect to the development and implementation of the capital master plan. To that end, the Committee trusts that both the Internal Audit Service of the Office of Internal Oversight Services and the Board of Auditors will ensure adequate oversight of the project from the beginning to its completion. The Committee also requests that the General Assembly be provided with progress reports on an annual basis on the project containing comprehensive information on project implementation.**

29. The Advisory Committee notes that an advisory board, which was originally referred to as a "financial advisory group" in the previous report of the Secretary-General on the capital master plan (A/55/117, para. 18), is currently being formed to provide advice on overall project issues (A/57/285, para. 66). The Committee was informed that the advisory board would also focus on issues related to a new UNDC building, including architectural integrity and harmony, as well as the linkage with the visitors' experience project. **The Committee welcomes this development.**

30. **The Advisory Committee welcomes with appreciation the offer of support from the City of New York in the implementation of the capital master plan. The General Assembly may wish to encourage further cooperation with the relevant authorities of the host country, as appropriate, at each stage of the development and implementation of the plan, including on the financing options for the project. Furthermore, the Assembly may wish to encourage Member States and private donors to offer voluntary contributions, both in cash and in kind, for the financing of the project.**

Notes

[1] A/55/7/Add.4, paras. 5-7. For the final text, see *Official Records of the General Assembly, Fifty-fifth Session, Supplement No. 7*.

[2] *Official Records of the General Assembly, Fifty-sixth Session, Supplement No. 7* (A/56/7), paras. 103-113.

Annex I

Responses to questions raised by the Advisory Committee on Administrative and Budgetary Questions on the capital master plan

(24-26 September 2002)

1. The following clarifications are offered with regard to the swing space aspect of the first approach, representing relocation of all meeting space and Secretariat building offices in accordance with the proposal by the City of New York to construct a new building on First Avenue, between 41st and 42nd Streets. The estimates are in preliminary form and have been developed on the basis of elements to be discussed with the host authorities.

A. New swing space and consolidation building proposal

2. The United Nations Development Corporation (UNDC) would issue bonds to fund the construction of a new building, "UNDC-5", as well as the cost of an esplanade along the East River as mitigation for the loss of the playground site. The bonds would be repaid by the funds received from United Nations lease payments.

3. UNDC would construct the building during the years 2004 and 2005.

4. The esplanade would be constructed by the City of New York, with funding from the UNDC bonds.

5. Refurbishment under the capital master plan would begin in October 2004, with the first year involving infrastructure and site work not requiring relocation.

6. United Nations functions would relocate from the existing Headquarters complex into UNDC-5 for the period from December 2005 to December 2009. During this period, the United Nations would lease the space from UNDC. This is the cost of swing space for the first approach. (See "lease calculation" below.)

7. United Nations functions would return to the existing complex in January 2010.

8. Personnel would be relocated from all of UNDC-1 and UNDC-2, as well as from commercially leased spaces, into the new building. (See office space summary table below.)

9. During the period when the building is being used as swing space, temporary meeting facilities would be created in UNDC-5. Those facilities would be converted to office space once meeting functions were transferred back to the existing complex. (There is an opportunity to allow two large rooms to remain as meeting rooms: one to be used as a large conference room and the other to be used as a multi-purpose room. In that case, those two new rooms would not be required as part of the baseline scope of the capital master plan. This would result in a reduction in cost of approximately $57 million.)

10. The building would be occupied under a lease purchase arrangement. At the end of the bond period (see para. 18 below), the ownership of the building and the land would be transferred, without any cost, to the United Nations.

11. For purposes of this presentation, it is assumed that most United Nations Development Programme offices are included in the relocation.

B. Swing space period lease calculation

12. The following assumptions were used in estimating the lease cost of UNDC-5 for the swing space period in the report of the Secretary-General (A/57/285):

Size of UNDC-5	800 000 ft^2
Annual cost per square foot	$30
Annual cost	$24 million
Number of years required	4 years
Total cost	**$96 000 000**

C. Estimated lease costs

13. The following information, which is based on the preliminary estimates prepared by UNDC, became available following submission of the report of the Secretary-General:

Estimated lease costs (millions of United States dollars)

UNDC-5	*2005*	*2010*	*2013*	*2018*
Estimated fixed rent	27.59	27.59	27.59	27.59
Estimated operating rent	5.42	6.96	7.95	9.80
Total	**33.01**	**34.55**	**35.54**	**37.39**

14. Following is comparable information for UNDC-1 and UNDC-2, in accordance with current leases. UNDC estimates that the UNDC-5 building would be 15 per cent more efficient than the UNDC-1 and UNDC-2 buildings, resulting in a smaller space requirement. If so, the adjusted figure for comparison purposes would be as noted below:

Estimated lease costs (millions of United States dollars)

	2005	*2010*	*2013*	*2018*
UNDC-1 and UNDC-2				
Projected average rent under current leases	26.30	30.80	34.49	40.14
UNDC-5				
Comparable rent, reflecting greater efficiency due to more efficient floor plan in comparison with UNDC-1 or 2	29.41	30.95	31.94	33.79

15. Current asking rents in Manhattan average $54 per square foot.

D. Cost estimate for new building

16. UNDC advises that a 900,000 square foot building would be feasible on the site. Should the United Nations agree to a building of that size, the construction costs would be as follows: $315.8 million, including mitigation and other project costs.

17. UNDC advises that this estimate does not include the potential cost of converting meeting space to office space (estimated at $15-$25 million), pending a decision by the United Nations on whether any meeting rooms would remain in the new building.

E. Financial summary

18. New York City anticipates that UNDC would float bonds to finance the construction of the new building and that the income obtained from leasing the building to the United Nations would be used to service the bonds. The bonds would be tax-exempt (subject to United States Federal Government approval). The bond period would be 30 to 35 years, depending on interest rates. Interest rates are currently calculated at 5 per cent.

19. The interest on the bonds during construction would be capitalized and a debt service reserve would be established.

F. Lease purchase costs

20. The annual lease cost with a fixed base rent would total $24.8 million. This includes a fixed base rent only: operating rental costs would be similar to those in current leases. Energy costs would be reduced in UNDC-5.

21. The cost of outright purchase of UNDC-5 in 2005 is estimated as follows:

Building costs	$315.8 million
Construction loan and management costs	$19.2 million
Total	**$335.0 million**

22. The cost of purchase in later years is estimated as follows:

Purchase in 2010	$316.2 million
Purchase in 2016	$271.0 million
Purchase in 2036	Nil

23. The total cost of the new building to be constructed by UNDC is necessarily lower than the estimate for refurbishment of the existing United Nations Headquarters complex for two reasons:

(a) The *size* of the new building is approximately 900,000 square feet (83,613 square metres). The size of the seven buildings being refurbished under the capital master plan is approximately 2,636,607 square feet (244,949 square metres);

(b) The relative *efficiency of new construction* as compared with the refurbishment of existing buildings, particularly of buildings of extraordinary quality with characteristics that must be preserved. Refurbishment has additional intrinsic complexities:

- The removal of old materials, both visible and hidden
- The cost of removing hazardous materials
- The necessity of fitting new systems into existing situations, for example, new ductwork cutting through an existing wall — in a new building, the piping would be installed first
- The necessity of matching new materials to existing materials
- The need to protect existing building features, such as artwork or special panelling

These tend to add both time and cost in comparison with new construction.

Table AI.1
United Nations system office space summary — New York City

Building	*Organization*	*Before the capital master plan, 2002*		*2010, if no consolidation*		*After the capital master plan 2010, with new UNDC building*[a]	
		Space (ft²)	*Cost per year (US dollars)*	*Space (ft²)*	*Cost per year (US dollars)*	*Space (ft²)*	*Cost per year (US dollars)*
UNDC-1[b]	United Nations	189 569	4 170 518	189 569	4 834 010	0	0
	UNDP	149 574	3 290 628	149 574	3 814 137	0	0
Subtotal		**339 143**	**7 461 146**	**339 143**	**8 648 147**	**0**	**0**
UNDC-2[b]	United Nations	286 753	6 308 566	286 753	7 312 202	0	0
	United Nations storage	10 180	8 000	10 180	10 180	0	0
	UNDP	13 246	291 412	13 246	337 773	0	0
	Other organization	21 000	462 000	21 000	518 700	0	0
Subtotal		**331 179**	**7 069 978**	**331 179**	**8 178 855**	**0**	**0**
UNDC-3	UNICEF	180 491	1 591 134	180 491	5 865 958	180 491	5 865 958
UNDC-5[b]	United Nations	0	0	0	0	900 000	24 827 000
FF Building[c]	United Nations	97 745	3 024 083	97 745	3 671 815	0	0
	UNDP	179 473	3 829 005	179 473	3 908 435	126 163	2 747 452
Subtotal		**277 218**	**6 853 088**	**277 218**	**7 580 250**	**126 163**	**2 747 452**
Alcoa Building[d]	United Nations	30 845	1 458 352	30 845	1 829 741	0	0
Nigeria House[d]	United Nations	24 846	838 553	24 846	941 539	0	0
Uganda House[d]	United Nations	7 791	225 939	7 791	275 256	0	0
	UNDP	15 141	477 873	15 141	518 542	0	0
Subtotal		**22 932**	**703 812**	**22 932**	**793 798**	**0**	**0**
633 Third Avenue	UNICEF	94 769	1 591 134	94 769	1 591 134	94 769	1 591 134
Daily News Building	UNFPA	90 699	3 265 164	90 699	3 900 057	90 699	3 900 057
Chrysler Building	UNOPS	76 241	3 288 274	76 241	3 288 274	76 241	3 288 274
Total		**1 468 363**	**34 120 635**	**1 468 363**	**42 617 753**	**1 468 363**	**42 219 875**

(Footnotes on following page)

(Footnotes to Table A1.1)

Note: The number of square feet indicated here does not reflect potential space reductions in UNDC-5 due to greater efficiency. The table does not include archive and cargo spaces, which total 44,819 square feet.

Abbreviations: UNDP, United Nations Development Programme; UNICEF, United Nations Children's Fund; UNFPA, United Nations Population Fund; UNOPS, United Nations Office for Project Services.

[a] Assuming that all conference rooms are converted to office space.

[b] Base rent only; does not include operating rent.

[c] Assuming that part of UNDP would be relocated to UNDC-5.

[d] Or similar space at similar terms.

Table AI.2
United Nations office space summary — New York City (excludes UNICEF, UNFPA and UNOPS)

		Before the capital master plan, 2002		*2010, if no consolidation*		*After the capital master plan 2010, with new UNDC building*[a]	
Building	*Organization*	*Space (ft²)*	*Cost per year (US dollars)*	*Space (ft²)*	*Cost per year (US dollars)*	*Space (ft²)*	*Cost per year (US dollars)*
UNDC-1[b]	United Nations	189 569	4 170 518	189 569	4 834 010	0	0
	UNDP	149 574	3 290 628	149 574	3 814 137	0	0
Subtotal		**339 143**	**7 461 146**	**339 143**	**8 648 147**	**0**	**0**
UNDC-2[b]	United Nations	286 753	6 308 566	286 753	7 312 202	0	0
	United Nations storage	10 180	8 000	10 180	10 180	0	0
	UNDP	13 246	291 412	13 246	337 773	0	0
	Other organization	21 000	462 000	21 000	518 700	0	0
Subtotal		**331 179**	**7 069 978**	**331 179**	**8 178 855**	**0**	**0**
UNDC-5[b]	United Nations	0	0	0	0	900 000	24 827 000
FF Building[c]	United Nations	97 745	3 024 083	97 745	3 671 815	0	0
	UNDP	179 473	3 829 005	179 473	3 908 435	126 163	2 747 452
Subtotal		**277 218**	**6 853 088**	**277 218**	**7 580 250**	**126 163**	**2 747 452**
Alcoa Building[d]	United Nations	30 845	1 458 352	30 845	1 829 741	0	0
Nigeria House[d]	United Nations	24 846	838 553	24 846	941 539	0	0
Uganda House[d]	United Nations	7 791	225 939	7 791	275 256	0	0
	UNDP	15 141	477 873	15 141	518 542	0	0
Subtotal		**22 932**	**703 812**	**22 932**	**793 798**	**0**	**0**
Total		**1 026 163**	**24 384 929**	**1 026 163**	**27 972 330**	**1 026 163**	**27 574 452**

(Footnotes on following page)

(Footnotes to Table A1.2)

Note: The number of square feet indicated here does not reflect potential space reductions in UNDC-5 due to greater efficiency.

Abbreviations: UNDP, United Nations Development Programme; UNICEF, United Nations Children's Fund; UNFPA, United Nations Population Fund; UNOPS, United Nations Office for Project Services.

[a] Assuming that all conference rooms are converted to office space.

[b] Base rent only; does not include operating rent.

[c] Assuming that part of UNDP would be relocated to UNDC-5.

[d] Or similar space at similar terms.

Table AI.3
Inventory of buildings owned and leased by the United Nations in New York[a]

Building	*Year occupied by the United Nations*	*Gross floor area (m^2)*	*Storeys*	*Status*
United Nations Headquarters — Secretariat	1950	83 613	39, 4B	Owned
Conference building	1952	39 710	5, 2B	Owned
Conference building extension	1982	1 390	2	Owned
General Assembly building	1952	29 409	4, B	Owned
Dag Hammarskjöld Library	1962	11 018	4, 3B	Owned
South Annex building	1982	3 651	2	Owned
North Lawn — printing	1981	9 244	2B	Owned
Parking garage and service drive	1952	64 220	3B	Owned
UNITAR building	1954	2 694	5, B	Owned
Secretary-General's residence	1972	1 305	4, B	Owned
UNDC-1 building	1976	17 618	23	Rented
UNDC-2 building	1983	26 650	1-23	Rented
FF building — 304 East 45th St.	1995	10 483	7, 1B	Rented
Archives — 345 Park Ave. South (lease expired 31 July 2000)	1978	-	2	Rented
UNDC-2 building — storage	1981	946	2B	Rented
JFK airport — cargo space	1979	19	1	Rented
Alcoa building	2001	2 867	3	Rented
Falchi building	2000	2 747	2	Rented
Nigeria House	2000	2 309	4	Rented
Uganda House	2002	724	3	Rented
Total		**310 617**		

[a] The present table updates information presented in document A/54/628, annex I, table AI.1.

Table AI.4

Gross floor area of buildings occupied by the United Nations in New York[a]

Buildings owned and leased at nominal or no cost

(gross floor area (m^2))

Owned	*Leased at nominal or no cost*	*Total*
246 254	-	246 254

Buildings rented and/or leased at commercial rates

(gross floor area (m^2))

Rented	*Leased*	*Total*
64 363	-	64 363

[a] The present table updates information presented in document A/54/628, annex I, table AI.2.

Table AI.5

Summary of physical size of sites occupied by the United Nations in New York

(in hectares)[a]

Building	*Status*		*Total area, ownership and lease combined*
	United Nations ownership of land and buildings	*Lease at nominal or no cost*	
United Nations Headquarters	7.08	-	7.08

[a] The present table updates information presented in document A/54/628, annex I, table AI.2.

Annex II

Capital master plan: phase II, design development, and phase III, construction documents[a]

(cost estimates for 2003 and 2004, in thousands of United States dollars)

Year 2003	
1. Architectural and engineering design	
Phase II (100%), design development	8 300.0
Additional services (swing space and real estate and space programming, models and renderings)	1 000.0
Phase III (15%), construction documents	2 500.0
2. Construction manager	1 500.0
3. United Nations project management	
Direct staff costs	3 750.0
Support costs	1 600.0
Consultants (peer review, project management advice and support, advisory board) and inspections	1 000.0
Other costs	500.0
4. Provision for change from first approach to second approach	2 350.0
Total, 2003	**22 500.0**
Year 2004	
1. Architectural and engineering design	
Phase III (85%), construction documents	14 100.0
2. Construction manager	2 000.0
3. United Nations project management	
Direct staff costs	4 310.0
Support costs	1 440.0
Consultants (peer review, project management advice and support, advisory board) and inspections	150.0
Total, 2004	**22 000.0**

[a] Prepared based on implementation of the first approach, assuming total cost of scope of $991 million.

Annex III

Capital master plan management team

The recruitment of the United Nations team that will manage the capital master plan project will be undertaken in accordance with the Financial Regulations and Rules and the personal policies of the Organization, and will include:

(a) Retention of existing staff and recruitment of additional staff from within the United Nations on a temporary basis assigned specifically to the capital master plan project;

(b) Recruitment of staff from other United Nations organizations on a temporary basis assigned specifically to the project;

(c) Recruitment externally of staff on a temporary basis and consultants who would be assigned specifically to the project;

(d) The provision of project management services from a private-sector company using international competitive bidding.

Management team and support services start date and contract duration

	2003	2004	2005	2006	2007	2008	2009
Overall management							
Capital master plan senior manager							
Programme director							
Special assistant							
Administrative support							
Deputy director — architect							
Deputy director — engineer							
Project management							
Project managers							
Project managers							
Cost control							
Programme control manager							
Programme accountant							
Finance clerk							
Cost engineer							
Senior cost engineer							
Cost engineer							
Scheduling							
Senior scheduler							
Scheduler							
Contracts							
Contract administrator							
Document controller							
Site personnel							
Site engineer							
Quality assurance engineer							
Safety/security inspector							
Secretarial/administrative support							
United Nations Programme Management Support							
Oversight							
Coordination — Facilities Management Division							
Conference services							
Security							
Communications/public relations							

	2003	*2004*	*2005*	*2006*	*2007*	*2008*	*2009*
Procurement							
Legal							
Human resources							
Treasury							
Budget							
Accounting							